

CENTRAL INTELLIGENCE AGENCY
Washington, D. C.

NOTICE
NO.

SUBJECT: Supervisory Responsibilities in Personnel Management

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1. The successful accomplishment of the mission of the Central Intelligence Agency makes it imperative to have the complete cooperation, interest and loyalty of all employees. Wise management of the Agency's personnel resources will go far in bringing about a high degree of employee effort, productivity and morale. This is one of the principal aims of our personnel program, and each person who supervises others is regarded and assumes the role of one of the Agency's personnel managers.

2. Supervisors must give constructive leadership to assure effective utilization of employees. Sound selection and placement practices will help in assigning employees to jobs for which they are best fitted by aptitude and experience. However, as the most direct means of achieving efficiency in the tasks and operations for which he is responsible, the supervisor must see to it that his employees are able, through guidance and training, to make maximum contributions to the Agency.

3. As a means of realizing the goal for retaining qualified employees at a highly productive level, supervisors are expected to make sure that those under their supervision know what is expected of them, to whom they are responsible and who is responsible to them, their position in relation to the organization, the channels of communication open to them, and their rights, privileges and obligations as members of the Central Intelligence Agency. Supervisors are also expected to make a continuing effort to detect and amicably settle potential personnel problems as they develop. Such problems may be in areas of job skills or real or fancied grievances in the working or in the personal environment. To carry out this function, the supervisor must become well acquainted with those under his supervision. Such personal interest helps to create a working environment within which the employee feels secure in his relationships with his first-line supervisor, and beyond that, with the Agency itself.

4. A primary function of the Personnel Office is to make available to supervisory officials such specialized staff assistance as will contribute to the accomplishment of their personnel management responsibilities. In applying the methods and techniques of human relationships to accomplish the Agency personnel management objectives, supervisors should freely consult with the Personnel Office staff.

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